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Adoption of the report of the Committee on its fifty-fourth session

Draft report

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Addendum

Proposed strategic framework for the period 2016-2017
(*Item 3 (b)*)

Programme 25
Management and support services

1. At its 8th and 13th meetings, on 5 and 9 June 2014, the Committee for Programme and Coordination considered programme 25, Management and support services, of the proposed strategic framework for the period 2016-2017 (A/69/6 (Prog. 25)). The Committee also had before it a conference room paper on the subject (E/AC.51/2014/CRP.2).

2. The Under-Secretary-General for Management introduced the programme and responded to queries raised during the Committee's consideration of the programme.

Discussion

3. Delegations expressed general support for the overall objectives of the programme and acknowledged the important role that it played in providing critical support and services in the delivery of the programme of work of the Organization. Appreciation was expressed for the effective and efficient functioning of financial, human resources, support and information and communications technology services by the Secretariat and offices away from Headquarters.

4. It was pointed out that General Assembly resolution 66/257 on progress towards an accountability system in the United Nations Secretariat had not been included in the overall legislative mandates.

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5. Clarification was sought regarding the reference to the Security Council in paragraph 25.2. Clarification was also sought regarding the revision to paragraph 25.4, in particular in relation to self-evaluation practices as well as timely performance reporting to Member States to ensure that the Organization became fully results-oriented.

6. Regarding the enterprise resource planning project, known as Umoja, concern was expressed with regard to the revised timeline for the implementation of the project, the containment of the overall costs and the benefits to be realized. The view was also expressed that the indicators of achievement under that component could be more results-oriented.

7. Views were expressed that the inclusion of reference to a new service delivery model in paragraph 25.7 was premature, given that the proposal had yet to be submitted to the General Assembly.

8. A question was raised concerning the removal of the reference to the administration of justice in paragraph 25.11. Concern was expressed by some delegations about the absence of reference to Library services in paragraph 25.14.

9. With regard to subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, questions were raised concerning the details of how the Department of Management monitored policies, procedures and internal control in the Organization. Clarification was sought as to the number of days required for the processing of cases before the Headquarters Committee on Contracts, and the pilot process referred to in paragraph 25.18.

10. With regard to subprogramme 2, Programme planning, budget and accounts, the view was expressed that the expected accomplishments under component 1 should include reference to the budget of the International Residual Mechanism for Criminal Tribunals. Appreciation was expressed for the inclusion of the provision of informal briefings under paragraph 25.22 (d), given that such briefings would help with transparency and promote dialogue. Clarification was sought as to the change in indicator of achievement (a) (ii) under component 3. Clarification was also sought regarding the efforts made by the Department to mitigate the late submission of budgetary reports and programme budget implications to the Fifth Committee.

11. With regard to subprogramme 3, Human resources management, clarification was sought regarding the priorities in the area of human resources management. The view was expressed that the indicators of achievement needed further refinement, including a mechanism to track numbers of instances of recognition for good performance and sanctions for underperformance, and should be specific and measureable. The view was also expressed that, while equitable geographical distribution and gender balance were important to the Organization in the recruitment of staff, emphasis should be placed on the individual candidate's qualifications, as reiterated by the General Assembly in its resolutions 63/250 and 65/247. Concern was expressed regarding the continued maintenance of the expected accomplishment and indicators of achievement relating to geographical distribution and gender balance in view of the increasing reliance on extrabudgetary funding for posts. Delegations took note of the modifications reflected in E/AC.51/2014/CRP.2.

12. With regard to subprogramme 4, Support services, a question was raised as to the inclusion in the strategy of reference to flexible workplace arrangements, given that such arrangements had not been approved by the General Assembly. Furthermore, a question was raised as to whether there were clear guidelines for the use of meeting rooms by Member States and the basis for charging those States. Clarification was sought with regard to the meaning of the phrase "climate neutrality", contained in paragraph 25.46 (i). The view was expressed that basic principles for the awarding of procurement contracts should be in line with the Financial Regulations and Rules of the United Nations.

13. The Committee noted the importance of ensuring gender balance and geographical representation in the Secretariat, in particular at senior levels, while complying with Article 101 of the Charter of the United Nations and the relevant provisions of General Assembly resolutions governing recruitment in the Organization.

Conclusions and recommendations

14. **The Committee stressed that it was important for the Organization to continue to improve upon space utilization by aligning space requirements with operational and functional requirements.**

15. **The Committee noted from the overall orientation of programme 25 the intention of the Secretary-General to implement key management reform measures, recalled General Assembly resolutions 66/257 and 68/264 on the accountability system in the Secretariat and noted with appreciation the efforts of the Department of Management to strengthen institutional and senior managerial accountability in order to ensure a more effective and results-oriented Organization.**

16. **The Committee recommended that the General Assembly approve the programme narrative of programme 25, Management and support services, of the proposed strategic framework for the period 2016-2017, subject to the following modifications and comments by the Committee:**

Overall orientation

Paragraph 25.2

Replace the paragraph with the following:

"The programme derives its mandates from relevant Articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and its successive annual resolutions on the review of efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 66/246, 66/257, 67/253 and 68/264."

Paragraph 25.7

Replace the last sentence with the following:

"The integration and consolidation of certain transactional administrative processes in shared services will be included in the proposal for a new service delivery model to be presented by the Secretary-General to the General Assembly for its consideration and approval."

Paragraph 25.11

After the second sentence, insert the following:

"The Department, within its mandate and in close cooperation with other relevant structures of the Secretariat, will continue to strengthen the system of administration of justice, as decided by the General Assembly in its resolution 61/261, and subsequent relevant resolutions that address, among other things, issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system."

Paragraph 25.14

Delete the third sentence.

Paragraph 25.17

Replace the third sentence with the following:

"In support of the Secretary-General's commitment to strengthening accountability and transparency, and in full compliance with General Assembly resolutions 66/257, section I, 67/253 and 68/264, the Office will continue to enhance the Secretariat's accountability framework."

A. Headquarters

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Indicators of achievement

In indicator of achievement (a) (ii), after the word "increased", insert the word "timely".

Add a new indicator of achievement (b) (iii), as follows:

"(iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization".

Component 2
Enterprise resource planning project

The Committee stressed the importance of continuing to support the implementation of Umoja and the harmonization of business processes across the United Nations.

The Committee also stressed the importance of ensuring robust governance, oversight and accountability with regard to the Umoja project and of adhering to established timetables for project implementation.

Indicators of achievement

Renumber indicator (b) as (b) (i) and add a new indicator of achievement (b) (ii), as follows:

"(ii) Decreased amount of time required to provide help to support requests".

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Expected accomplishments of the Secretariat

At the end of expected accomplishments (a) and (b), add "and the International Residual Mechanism for Criminal Tribunals".

Add a new expected accomplishment (c), as follows:

"(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the relevant General Assembly resolutions".

Indicators of achievement

Add a new indicator of achievement (c), as follows:

"(c) Responses, including through evaluation surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals".

Strategy

Paragraph 25.22

At the end of subparagraph (a), add "and providing guidance to departments and offices in that regard".

Replace subparagraph (c) with the following:

"(c) Preparing and presenting the following to the legislative bodies: the Secretary-General's budget outline; the biennial programme budgets, including the budgets of special political missions and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals; the budget performance reports; and other reports on budgetary matters, including timely statements of the programme budget implications of new activities, as well as revised or supplementary programme budget proposals;".

Add a new subparagraph (f), as follows:

"(f) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources."

Component 3
Accounting, contributions and financial reporting

Indicators of achievement

In indicator of achievement (b) (ii), replace the words "30 days" with the words "15 days".

In indicator of achievement (c), replace "Number of" with "Increased number of".

Subprogramme 3
Human resources management

Component 2
Strategic planning and staffing

Indicators of achievement

Replace indicator of achievement (a) (i) with the following:

"(i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges".

Replace indicator of achievement (d) with the following:

"(d) Number of voluntary and managed movements, including the number of movements between hardship duty stations and non-hardship duty stations".

Component 3
Learning, development and human resources services

Expected accomplishments of the Secretariat

Insert a new expected accomplishment (d), as follows:

"(d) Enhanced credibility of performance management".

Indicators of achievement

Add a new indicator of achievement (a) (iii), as follows:

"(iii) Increased percentage of level of satisfaction of trainees attending courses with the quality and relevance of such courses".

Add a new indicator of achievement (d), as follows:

"(d) Timely completion of performance appraisal by managers".

Component 5
Human resources information systems

Expected accomplishments of the Secretariat

Add a new expected accomplishment (b), as follows:

"(b) Ensure that human resources information technology is more user-friendly".

Indicators of achievement

Add a new indicator of achievement (b), as follows:

"(b) Increased satisfaction rate expressed by the users of the system".

Subprogramme 4
Support services

Component 1
Facilities and commercial services

The Committee emphasized the need for the Office of Central Support Services to continue to provide policy guidance and oversight with regard to project governance and management.

Indicators of achievement

Renumber indicator of achievement (d) as (d) (i) and add a new indicator (d) (ii), as follows:

"(ii) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel".

Strategy

Paragraph 25.46

Replace subparagraph (c) with the following:

"(c) Improving space utilization through long-term planning of office accommodation that promotes productivity and the well-being of the occupants;".

Replace subparagraph (f) with the following:

"(f) Maintaining efficient and cost-effective travel services, in accordance with section VI of General Assembly resolution 67/254 A, and transportation services, through best practices, as well as close cooperation and benchmarking with other organizations of the United Nations system;".

In subparagraph (i), replace "climate neutrality" with "energy efficiencies".

Component 3
Business continuity

Indicators of achievement

Add a new indicator of achievement (a) (iii), as follows:

"(iii) Maintenance of the number of yearly training programmes for crisis decision makers".

B. United Nations Office at Geneva

Subprogramme 4
Support services (Geneva)

I. Objective of the Organization
Indicators of achievement

Replace indicator of achievement (c) with the following:

"(c) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel".

C. United Nations Office at Vienna

Subprogramme 4
Support services (Vienna)

I. Objective of the Organization
Indicators of achievement

Replace indicator of achievement (b) with the following:

"(b) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel".

D. United Nations Office at Nairobi

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization
Indicators of achievement

Replace indicator of achievement (c) with the following:

"(c) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel".